



Springfield
POLICE

2020 Updates

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In Goal 1: Crime Reduction

Overall Crime

Objective 1-1: Monitoring of crimes for emerging trends.

- a) Patrol Commanders will conduct a timely analysis of crimes occurring in their assigned areas and during their section's assigned shifts.

Patrol Commanders continually receive valuable information from Crime Analysis and Criminal Investigations. They develop plans of action to address emerging crime trends based off this information and from information they research on their own using a wide variety of resources (NICHE, other agencies, etc.).

- b) Continue to work with all involved parties to begin recording footage from traffic cameras and develop a way to retain that footage for 30 days.

The partnership with the City of Springfield's Traffic Management Center was established during the first quarter of 2020. This partnership has made it possible for officers to have access to the City owned traffic camera footage to use as an investigative tool. Because of this collaboration, the traffic camera footage is now recorded and stored for at least 30 days from the original recording date. Depending on the storage space, the records can be stored for a longer period.

Responsible Group(s): Chief's Office, UOB-Patrol & CSS, ISSB-CAU, CID, PAO

Performance Measure(s): Implementation of enforcement strategies by commanders. Traffic camera footage being recorded and retained as planned.

Objective 1-2: Expand the current Uniform Operations Bureau (UOB) Center City Zone to a full and complete Zone 3.

- a) Use a multi-phased approach to fully implement the Center City Zone 3. The first phase would involve the creation of an 18th Patrol Squad, which would serve as a fourth overlap squad. This will require the addition of (1) Sergeant, (1) Corporal, (6) Officers.
- b) To remain consistent with the other two zones, the next phase of this initiative will require the addition of (1) Captain and (3) Lieutenants, as well as re-distribution of personnel in both Patrol Divisions.
- c) Once Zone 3 is implemented, staffing needs for the Patrol Division will be evaluated to determine further needs throughout the City.
- d) To maintain the established ratio (4:1) between sworn and non-sworn personnel, additional FTEs will be needed.

- e) Coordinate with Springfield-Greene County Emergency Communications to ensure staffing exists and/or is added to establish a third communication frequency.

This is still a long-term goal. It is contingent upon staffing and additional employees to SPD. There was no progress with developing Zone 3 in 2020. In 2021, the plan is to revert to two zones due to staffing shortages and revisit the 3-zone concept in the future.

Responsible Group(s): Chief's Office, UOB

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Subsequent hiring of needed personnel. Completed expansion of Zone 3.

Objective 1-3: Maintain a balanced workload and seek a more comprehensive approach to staffing between UOB and ISSB.

- a) An annual analysis conducted by the SPD's Research and Development Unit will be reviewed and recommendations made accordingly to ensure the balance between the bureaus is maintained.

An annual report of the Uniform Operations Bureau Patrol Resource Analysis was completed in 2020. A comparison of 8,10, and 12-hour shifts was conducted and reviewed by command staff. A workload assessment for both UOB and ISSB will be completed in 2021.

- b) Currently, the Crime Analysis Unit has three analysts assigned to Property Crimes and one analyst assigned to Persons Crimes. With the addition of a Domestic Violence Unit and a Vice Unit, the addition of (1) Crime Analyst assigned to persons/violent crimes will be needed.

A Crime Analyst was not added to the Crime Analysis Unit in 2020. This position is still needed for an equal distribution of workload. However, due to fundraising from the Level Property Tax an ISS was added to the DVU to assist with the added workload.

Responsible Group(s): Chief's Office, UOB, ISSB

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Subsequent hiring of needed personnel.

Violent Crime/Gangs:

Objective 1-4: The development of a Vice Unit.

- a) The primary role of the Vice Unit will be to focus on human trafficking, prostitution, compliance checks, etc. These are long term investigations that require specialized training and resources to work properly.

- b) The new unit will be staffed by (1) sergeant, (1) corporal, and four officers. The staffing will require the addition of six (6) sworn full-time employees (FTEs). Funding for these positions is included in the Level Property Tax (LPT).
- c) Add a non-sworn Investigative Services Specialist to the Criminal Investigations Division. This would require one (1) additional FTE, which will also be funded by the LPT.

The Organized Crime and Vice Unit was created, and a sergeant was selected, and two officers assigned. The non-sworn ISS position was also filled.

Responsible Group(s): Chief's Office, ISSB-CID

Performance Measure(s): Adequate department staffing and funding to allow creation of the unit.

Selection of personnel for the unit. Establishment of the offender list and continued use of current lists.

Coordination with outside agencies.

Objective 1-5: Implement the Career Criminal Task Force (CCTF).

- a) This will be a joint effort between local law enforcement agencies and the FBI. This task force will be made up of members of the Springfield Police Department's Violent Crimes Unit and the Special Investigations Unit as well as members of the FBI and Greene County Sheriff's Office.
- b) The primary role of this task force will be to identify and target for prosecution those individuals and criminal enterprise groups responsible for violations of State and/or Federal Law, such as violent crimes occurring in a public place, mass killings, carjacking, robbery, kidnapping and firearms violations.
- c) This task force will also work closely with Probation/Parole and the U.S. Marshals Task Force in gathering intelligence on career criminals.
- d) The CCTF will actively seek out and arrest wanted subjects with both state and municipal warrants.
- e) The CCTF will also pursue dangerous fugitives where there is a federal investigative interest.
- f) The CCTF will enhance the effectiveness of federal/state/local law enforcement resources through coordinated investigations seeking the most effective investigative/prosecutive avenues by which to convict and incarcerate dangerous offenders.

The CCTF was implemented in 2020. The Task Force is currently operational with Special Investigations Unit (SIU), FBI, and GCSO. There were two FBI Agents and

seven SPD officers with federal credentials that worked together on the Task Force. One SPD officer was specifically assigned to work with the U.S. Marshals.

Responsible Group(s): Chief's Office, UOB, ISSB - CID

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Subsequent hiring of needed personnel.

Objective 1-6: Separation of Homicide Unit from Violent Crimes Unit.

- a) The primary focus of a standalone Homicide Unit would include homicide investigations, cold cases, and missing persons under suspicious circumstances. This would improve the span of control for supervisors and assist with managing caseloads for detectives investigating homicides and other violent crimes.
- b) Hire two to four part-time investigators to assist with review and investigation of cold cases as assigned by the Criminal Investigations Division. These part-time investigators would also perform activities pertaining to background investigations as assigned by the Training Section.
- c) To facilitate this separation, four FTEs would be needed including one (1) sergeant and three (3) officer positions. The desired outcome would have both units comprised of seven members each (1) sergeant and six (6) detectives.

Due to staffing issues, the separation between Homicide and Violent Crimes Unit was not fulfilled in 2020.

Responsible Group(s): Chief's Office, ISSB-CID

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Subsequent hiring of needed personnel.

Objective 1-7: Creation of ISSB/CID Technician assigned to the Special Investigations Section. This would require one (1) additional sworn FTE.

- a) This position would be responsible for maintaining surveillance equipment and assisting investigating officers with the placement and monitoring of surveillance devices as needed throughout the SPD.
 - i. This position would also be responsible for assisting in the application for search warrants/court orders related to technical devices.

The addition of one (1) sworn FTE was not approved in 2020. However, after review, the duties have been included in the job description of a non-sworn FTE, Investigative Services Specialist (ISS), who was selected to fulfill the position. The non-sworn employee is responsible for maintaining surveillance equipment and assisting investigating officers with the placement and monitoring of surveillance devices as needed throughout

the SPD. The non-sworn employee does not complete the responsibilities of assisting with applications for search warrants/court orders.

Responsible Group(s): Chief's Office, ISSB-CID

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Subsequent hiring of needed personnel.

Objective 1-8: Continued partnerships with the Greene County Prosecutor's Office and with other State and Federal law enforcement stakeholders.

- a) Continue task force operations with federal agencies such as the FBI, ATF, Secret Service, DEA, Postal Inspector's Office, U.S. Marshals Service, and IRS.

We continue to partner with all Federal agencies as listed above. We have Task Force Officers with the FBI, ATF, DEA, IRS, U.S. Marshals, and the Secret Service. While the Postal Inspector does not have an actual Task Force Officer program, we work closely with them on package interdiction with the Narcotic PSD team. We also maintain open lines of communication with the Greene County Prosecutor's Office and host monthly meetings for case reviews.

Responsible Group(s): Chief's Office, ISSB- CID

Performance Measure(s): Continued partnership with the GCPA. A commitment to keep filled all TFO positions with listed Federal Agencies. Adequate department staffing and funding to allow for these positions. Subsequent hiring of needed personnel.

Family Violence

Objective 1-9: Family Justice Center

- a) Complete staffing of the Domestic Violence Unit from the two existing domestic violence investigators to a full unit consisting of a sergeant, corporal, and four additional investigators. This will be completed using seven employees funded under the LPT. These include (1) sergeant, (1) corporal, (4) police officers and (1) Investigative Services Specialist (ISS).
- b) Move the entire Domestic Violence Unit to the Family Justice Center's new location.
- c) Integrate two U.S. Department of Justice Office on Violence Against Women (OVW) Grant-funded victim advocates into the CIS-Persons Section to provide support and assistance to victims of domestic violence and sexual assault.

Completed

The Family Justice Center is in full operation. All sworn positions funded by the LPT were filled. SPD partnered with Harmony House and The Victim Center to provide the victim advocates. There is one victim advocate

assigned to Special Victims Unit and one victim advocate assigned to Domestic Violence Unit (DVU). DVU moved into the new FJC Building in June of 2020.

Responsible Group(s): Chief's Office, ISSB-CID

Performance Measure(s): Adequate department staffing and funding to fully staff the SPD's portion of the Family Justice Center. Increased staffing for the Family Violence Unit. Selection of personnel for the unit. Obtaining furniture and equipment and moving into FJC.

Objective 1-10: Education and Training

- a) Continued partnership with Springfield Public Schools and Community Partnership to present programs on internet safety and responsibility as well as active shooter situations.

No programs presented with Springfield Public Schools.

- b) Continue SPD representations on Family Violence Task Force, Ozarks Fighting Back Board of Directors, and the Gang/Youth Violence Task Force.

Major Tad Peters and Cpt. Tony Vienhage are SPD representatives on the Family Violence Task Force. The Drug Endangered Children Coalition group Ozarks Fighting Back Board of Directors- Community Partnership of the Ozarks is no longer meeting. Cpt. Tony Vienhage is the SPD representative on the Ozarks Fighting Back Board of Directors or a gang/youth violence task force.

- c) Continue to partner with Victim Center and Harmony House.

Special Victims Unit partners with Victim Center by having a Victim Advocate housed at HQ working directly beside detectives to ensure victims have access to resources.

Cpt. Tony Vienhage is a member of the Harmony House Board of Directors. This has been a very positive relationship.

- d) Utilize funding obtained through the OVW grant and other sources to provide sexual assault related training to investigators and other partners who assist in these investigations. The training will include Certified Forensic Experiential Trauma Interview (FETI) to be conducted in 2020 and 2022, Strangulation Prevention Training presented by the Training Institute for Strangulation Prevention and the Alliance for Hope in 2021 and the IACP Sexual Assault Investigation course in 2021.

There were 13 SPD officers who attended the FETI training in 2020 and six SPD officers who attended the Cohort FETI training in 2020. The SPD partnering entities that had representatives attend the FETI training in 2020 include: one Greene County Commissioner, 10 Greene County

Missouri Judicial Circuit Court judges, one employee from Greene County Victim Center, seven prosecuting attorneys from Greene County Prosecutor's Office, two employees from Harmony House, four employees from Missouri State University and two employees from Child Advocacy Center.

Responsible Group(s): UOB-CSS, ISSB and UOB Commanders

Performance Measure(s): Crime Prevention Officers with SPS and CP to offer programs on internet safety and active shooter situations. ISSB and UOB commanders continue to serve on FVTF, OFB, and Gang and Youth Violence Task Force.

Property Crime

Objective 1-11: Increase Staffing in the Property Section

- a) Complete the addition of staffing to the CIS-Property Section using funding provided under the LPT. These include (1) Pawn Shop Investigator, (1) Financial Crimes Investigator, (2) Auto Theft Investigators, (3) Juvenile Crimes Investigators and (1) Investigative Services Specialist (ISS).

Pawn Shop Investigator (one position):

As a result of funding provided under the LPT, one officer has been designated as the Pawn Shop Investigator. That investigator, Detective Anthony Davis, is assigned to the property crimes unit and he monitors local pawn shops and secondhand stores for criminal activity. He performs this responsibility by carefully reviewing police reports and utilizing resources such as LeadsOnline. During 2020, Det. Davis reviewed twenty-four (24) cases and recovered approximately \$14,069.99 in reported stolen property.

Financial Crimes Investigator (one position):

As a result of funding provided under the LPT, the Springfield Police Department was able to supplement the Financial Crimes Unit with one additional position. In 2020, that position was filled by Detective Eric Rogers who served as part of the United States Secret Service Task Force. As part of that task force, Det. Rogers investigated an extensive fraud scheme that occurred in Springfield, MO. There were 28 victims and approximately \$750,000 in documented losses

Auto Theft Investigators (two positions):

As a result of funding provided under the LPT, the Springfield Police Department was able to supplement the Vehicle Theft Unit (VTU) with two additional positions. In 2020, those positions were filled by Detective Jim Calhoon and Detective Kirk Broberg. They performed both complex and basic investigations throughout the year.

Investigative Services Specialist (one position):

As a result of funding provided under the LPT, the Springfield Police Department was able to supplement the Criminal Investigations Division with an additional Investigative Services Specialist. This has been a significant asset to investigations and resulted in increased citizen contact/responsiveness.

Responsible Group(s): Chief's Office, ISSB

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Selection of personnel for each position.

Objective 1-12: Education of businesses and the community

- a) Continue to offer all new businesses information on how to get involved with, or how to start, a Business Watch program in their area when the business applies for a business license with the City of Springfield.

CSS Officer Eric Luebbert revised the Business Watch pamphlet and provided the pamphlets to all new business license applicants.

- b) Continue to offer and expand Neighborhood Watch, Apartment Watch, and Block Watch groups throughout the city.

Although the COVID 19 pandemic greatly affected our ability to continue these programs, CSS officers were able to successfully host one Neighborhood Watch training program in September 2020.

- c) Continue to offer all new businesses with a physical address a Crime Prevention Through Environmental Design (CPTED) security survey prior to the opening day of their business.

CSS officers completed several CPTED surveys at existing businesses but not to all new businesses prior to their opening. CSS Officer Evan Nicholson served as a "safety consultant" for the O'Reilly Center for Hope (and completed the survey) prior to its opening. CSS Officer Eric Luebbert spoke with several businesses about burglary prevention and provided informal site surveys. Plans are underway to host a CPTED training course in 2021 to increase the number of trained officers and consider offering the training to other City department employees.

Responsible Group(s): UOB- Community Services Section Support Unit

Performance Measure(s): Continued expansion of programs offered by the Crime Prevention Unit.

Cyber Crime

Objective 1-13: Increase equipment and task force participation

- a) Seek additional funding for equipment and operational needs for the Computer Forensics Unit through federal, state, and local funding sources.

In 2020, SPD continued working with the Southwest Missouri Cyber Crimes Task Force (SMCCTF) and received \$8,850.00 in grant funds for equipment (computers, software, and training).

- b) Continue participation in the FBI Violent Crimes Against Children Task Force and the Southwest Missouri Cyber Crimes Task Force.

The Computer Forensics Unit processed the following for the FBI or ICAC task force and the Southwest Cyber Crimes Task Force (SWCCTF) specifically related to child exploitation cases. The total number of data processed for the task force, department, and other agencies 113.4 TB. The majority came from mobile devices (391) and computers (154).

Responsible Group(s): Chief's Office, ISSB-Computer Forensics Unit Supervisor

Performance Measure(s): Funding sources identified, and funds secured for needed equipment. Ongoing participation with the FBI Task Force and Southwest Missouri Cyber Crime Task Force (SMCCTF).

Objective 1-14: Separate Computer Forensics Unit and Child Victim Unit

- a) Establish a standalone Computer Forensic Unit consisting of a sergeant, corporal, two officers and three civilian forensic examiners. This would require three (3) new FTEs (sergeant, corporal and one (1) non-sworn), resulting in a full unit of four sworn and three non-sworn investigators.
- b) Establish a standalone Child Victim Unit consisting of a sergeant, two (2) corporals, and four (4) officer positions. This would require one (1) FTE officer position.

No new positions were approved for 2020 therefore these separate units have not been created.

Responsible Group(s): Chief's Office, ISSB-CID,

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Selection of personnel for each position.

DWI/Traffic

Objective 1-15: Increase staffing on Traffic Squad 3 (T3)

- a) Increase staffing on T3 to a level comparable to the other traffic squads. This will allow T3 to conduct the following:
 - i. Targeted traffic enforcement around criminal hot spots
 - ii. Increased DWI enforcement in the evenings
 - iii. The ability to handle PIO traffic-related complaints on incidents occurring during the evening.
- b) This will require the addition of two (2) sworn officers and one (1) non-

sworn Traffic Safety Officer (TSO).

No additional staffing was approved during the FY 20-21 budget process.

- c) Continue to partner with MODOT on grants for DWI Enforcement, Hazardous Moving Violations and the DWI Task Force.

In 2020, several DWI Enforcement saturation operations, Safe Rides operation with MSHP, and Click It or Ticket campaign in May and June were all cancelled due to COVID-19 pandemic restrictions and safety measures. The traffic officers continued to utilize the MODOT grant funds to conduct Hazardous Moving Violations enforcement throughout the year despite COVID-19 pandemic.

Responsible Group(s): Chief's Office, UOB-Traffic Unit

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Selection of personnel for each position. Application made for all traffic-related grants.

Mental Health Issues

Objective 1-16: Continue to improve officer interaction with the mentally ill population.

- a) Maintain the standards of the IACP *One Mind Campaign Pledge*
 - i. Continue to train additional officers in Crisis Intervention Training (CIT) to ensure that at least 20% of sworn officers are trained and maintain that minimum threshold in the future.
 - ii. Continue to include the eight-hour Mental Health First Aid Course in each Police Academy and the appropriate refresher to all sworn officers (and identified non-sworn staff) during in-service training.
 - iii. Continue the community partnership with Burrell Behavioral Health Center and the use of the Virtual Mobile Crisis Intervention (VMCI) Program allowing CIT officers to connect individuals experiencing a mental health crisis with Crisis Line employees for an immediate on-the-scene mental health evaluation.
 - (1) Conduct periodic review of this program to determine effectiveness

Officer Helms partnered with the Ozark Area CIT Council to provide the 40-hour Basic CIT course. This course was held on Aug. 24-28, 2020, and increased our CIT sworn staff to 23%. The 8-hour Mental Health First Aid course was included in the Academy curriculum. We met with Burrell representatives to discuss the VMCI program and its underutilization (5 times in 2020). With the creation of the RATC (see below) it appears this program may no longer be needed.

- b) Work with local officials and community service providers in the area to create a Rapid Access Treatment Center (RATC) facility to assist law enforcement with handling mental health and substance abuse issues they encounter more effectively.

The Behavioral Crisis Center-Rapid Access Unit (800 S. Park Avenue) was established in June of 2020. SPD officers utilized the RATC throughout the year, and while these referrals make up less than 10% of the individuals seeking services, the positive impact (diversion) from hospital ERs and the jail has been significant.

Responsible Group(s): Chief's Office, Training Unit, UOB

Performance Measure(s): Crisis Intervention Team training, Mental Health First Aid, and additional mental health training held for recruits and officers.

Sexual Assaults

Objective 1-17: Maintain a victim-centered approach to sexual assault investigations

- a) Train officers and investigators in the Forensic Experiential Trauma Interview (FETI)

In 2020, A total of 50 officers and partner agency members attended basic 2-day FETI classes. A total of 21 officers and 9 partner agency members attended the FETI Cohort class.

- b) Ensure compliance with state statutes regarding the submission of sexual assault kits to the MSHP Crime Lab.

SPD has maintained compliance with state statutes in submitting sexual assault kits to the crime lab within the required 14-day period.

- c) Continue partnership with SANE nurses to ensure proper collection and retention of sexual assault kits, including those collected anonymously.

SPD has a continued partnership with SANE nurse programs at Cox and Mercy through SART meetings. SPD also provides training for the new SANE nurse training program.

- d) Utilize advocates provided by The Victim Center and Harmony House under contract using OVW Grant funds to support victims of sexual assault who interact with SPD.

A Victim Center advocate, Sarah Huddleston, has been actively engaged with victims alongside the detectives throughout investigations. Huddleston has a work- space in the Criminal Investigations Section (CIS) office at HQ.

Responsible Group(s): Chief's Office, ISSB-CID, Training Unit

Performance Measure(s): Complete FETI Training for investigators, maintain compliance with state statutes, utilize advocates provided by the Victim Center and Harmony House.

Goal 2: Community Engagement

Volunteers

Objective 2-1: Expansion of Volunteers in Police Service (VIPS) Programs.

- a) Promote and expand the volunteer program to train volunteers to assist with crime prevention programs to include Neighborhood Watch, Business Watch, Apartment Watch, and Block Watch, while increasing citizen participation.

This was not completed in 2020 due to the low number of volunteers.

- b) Educate the public and continue to promote the security camera registration program for business and residential use for preventive and investigative purposes.

This was one of the Community Services Section (CSS) Officer Mark Priebe's goals, but he suffered a severe work-related injury in June 2020, and it was not completed.

- c) Continue successful community engagement programs such as SPD in PE (partnership with Springfield Public Schools), the Citizens Police Academy, the Cadet Program, and the Junior Police/Fire Academy, H.E.A.T., and Police Chaplains, while considering expansion as needed.

The SPD in PE program was launched in August of 2020 by PAO Jasmine Bailey. The program successfully continued through the Spring of 2020. Officers participated in PE classes with students at Westport Elementary School, Study Alternative Education Center, and Cherokee Middle School.

In 2020, there were 73 applicants for the Citizens Police Academy, the highest number of applicants ever received. There were 25 approved to participate and 20 citizens graduated from the class that was held from August through October 2020. A second class was to be scheduled in spring 2021 for other approved applicants.

There are 15 cadets currently in the program. The cadets assisted officers with SPD Academy Graduation, MLK Jr. March, Ozark Empire Fair, tours at HQ and SDS, and Officer Walsh's funeral.

The Junior Police/Fire Academy was cancelled due to COVID-19 pandemic.

There were six H.E.A.T. volunteers and eight Chaplains in 2020.

Responsible Group(s): UOB-CSS, ISSB-Training

Performance Measure(s): Volunteers are trained to assist with the above programs. Number of Watch

groups increase. City-wide implementation of the Citizen Alert Patrol program. Continue to educate on and promote the security camera network initiative. Continuation and improvement of successful community engagement programs.

Employees

Objective 2-2: Employee Involvement in Community Programs.

- a) Encourage employees to take part and participate in community groups, neighborhood associations, civic clubs, non-profits, and other community programs (e.g. United Way, Salvation Army, Special Olympics, Big Brothers Big Sisters, Child Advocacy Center, Harmony House, etc.).

The following are a few of the entities of sworn and non-sworn employee affiliations. (All entities and employees are not listed.)

Graduates of Leadership Springfield: Cpt. Vienhage, Lt. Charleston, Lt. Martin, Sgt. Russell, and Sgt. Alexander

Special Olympics: Lt. Charleston, Sgt. Hampton, Sgt. Russell, Sgt. Umbarger, Cpl. Kaylee Friend, and Officer Looney

Major Peters – Family Violence Task Force, Family Justice Center Board of Directors, and Greene County Domestic Violence Board Chairman

Cpt. Reece – Law Enforcement Coordinating Committee member and Board of Directors of Missouri Southwest Region Great Circle

Cpt. Vienhage – Board of Directors of Harmony House, Board of Directors of Leadership Springfield

Lt. Laub – Board of Directors of Community Alternative Sentencing Program

Lt. Ringgold – Board of Directors of Big Brothers Big Sisters, member of Transportation Expansion Workgroup and SGF Yields Action Group

Lt. Meyer – Volunteer for Convoy of Hope, Patrol Pack Program

Lt. Charleston – Board of Directors of Ozarks Alliance to End Homelessness, Chairperson of Justice Mental Health Collaboration Program, Delaware Neighborhood Association member, and National Association of Women Law Enforcement Executives (NAWLEE) member.

Lt. Price – Board of Directors of Salvation Army Advisory Board

Lt. Dustin Martin – Committee Chair of Quail Creek Homeowners

Association

Sgt. Snipes and Sgt. Trusler – Co-Committee Chairs of Less Lethal Section for the Heartland Tactical Officers Association

Sgt. Alexander – Convoy of Hope Volunteer

Sgt. Flood – Rescue One (nonprofit animal rescue organization) Volunteer

Sgt. Schroeder – Northbridge Church, Republic Schools, and Priebe Run Volunteer

Sgt. Russell – Shop with a Hero

Cpl. Rogge – Duckhorn Outdoor Adventure Volunteer

Susan Matney – Member of Civil Air Patrol

DeAnn Reynolds - National Automotive Fleet Association (NAFA) member and NAFA Law Enforcement Group Vice Committee Chair

Brian Pesek – Ronald McDonald House, Mercy Hospital Security, and Missouri State Ice Hockey Volunteer

Alva Arnold – United Way and Northwest Project (Drew Lewis Project/Community Foundation of the Ozarks at the Fairbanks) Volunteer

Kelly Sisco – Director of Facilities as a board member of Pet Therapy of the Ozarks

- b) Promote involvement with the annual *Community Service Award* for an employee who goes above and beyond in their volunteer community service work. Appropriately recognize the award recipient at a scheduled awards ceremony.

In 2020, this award was renamed the Mark Priebe Community Service Award. No one was recommended for nor granted the award in 2020.

Responsible Group(s): Chief's Office, Command Staff, UOB-CSS, all employees

Performance Measure(s): Documented employee involvement in community activities and groups.

Person identified to receive Community Service Award and present the award at an awards ceremony.

Department

Objective 2-3: Social Media Usage

- a) Explore and expand social media use by the SPD as a method to encourage community engagement (Facebook, Twitter, YouTube, Instagram, etc.).

Social media usage continued and expanded with a combined reach of 127,534 across Facebook (68,613), Twitter (14, 600), Instagram (12,100), YouTube (1,920) and Nextdoor (30,300). The primary focus of social media is to encourage engagement with SPD and among community members. Many interactions occur in the comments of posts made to the pages and when citizen send private messages to SPD's social media accounts.

- b) Continue to promote monthly interactive public forums that allow for meaningful discussion on topics relevant to the community.

Social media continued to be a platform to promote monthly forums, specifically Coffee with the Chief. Due to COVID, majority of these events were held on Facebook Live, acting as an example of the utility and importance of social media when interacting with citizens.

Responsible Group(s): Chief's Office, PAO

Performance Measure(s): Use of social media by Command Staff. Documented increase in citizen engagement in SPD social media efforts.

Objective 2-4: Bias-Based Policing Training

- a) Continue to provide ongoing training to all personnel in the areas of bias-based policing, cultural diversity and inclusion, implicit bias, cultural awareness, and cultural consciousness.

In 2020, all officers received POST mandated training on Racial Profiling and Implicit Bias through V- Academy for 1 hour that met the statutory requirement that the training stresses the importance of racial and cultural differences in a safe, non-combative way. This V-Academy course also covered some aspects of effective communications.

In 2020, academy recruits received 8 hours of Cultural Diversity training through Pratt and Associates. The recruits also received 4 hours of Racial Profiling and Cultural Competency instruction and additional 2 hours of Implicit Bias specific training, for a total of 14 hours of Basic Academy in this area.

Responsible Group(s): Chief's Office, ISSB-Training Unit

Performance Measure(s): Continual training in the above-prescribed areas.

Objective 2-5: Liaison with Under-Represented Groups Within the Community

- a) Assign an employee to serve as a liaison with under-represented groups (e.g. Bartley-Decatur Neighborhood Center, GLO Center).

Lt. Jennifer Charleston serves as the LGBTQ liaison.

Responsible Group(s): Chief's Office

Performance Measure(s): Assignment of employee to appropriate groups when identified.

Goal 3: Recruitment/Retention

All Personnel

Objective 3-1: Financial incentives for employees for recruitment of personnel.

- a) Promote the monetary incentive provided by the City for any employee who recruits an individual that completes the initial training and probationary period for a Police Department position.

The referral program was enhanced in 2020, to provide \$1000 for any employee who makes a successful referral for a Lateral Police Officer hired before July 1, 2021. Employees continue to receive \$500 for a successfully Police Recruit referral.

- b) Establish a financial incentive program for graduate-level (advanced) degrees for sworn personnel.

Budget monies were not allocated in FY21 to fund this incentive program.

- c) Establish a financial incentive program for non-sworn personnel who have undergraduate and graduate (advanced) level degrees.

Budget monies were not allocated in FY21 to fund this incentive program.

Responsible Group(s): Chief's Office, SPOA Bargaining Unit

Performance Measure(s): Creation of new incentive programs as described above.

Sworn Personnel

Objective 3-2: Recruit Classification

- a) Fully implement the Recruit employee classification that allows police recruits to not be counted toward the SPD's sworn strength while attending the SPD Police Academy.

While the recruit classification has been created, police recruits attending the police academy are still counted as part of the department's sworn strength.

Responsible Group(s): Chief's Office, ISSB

Performance Measure(s): Creation and implementation of Recruit Classification.

Objective 3-3: Develop and implement a Retention Policy that focuses on the SPD's desire to retain its employees.

- a) The policy will identify factors leading officers to leave the SPD or law enforcement and have sound policies and procedures to address factors under the SPD's control.

The Chief of Police conducts exit interviews with those who resign from the department and has identified factors that lead to that decision, but this policy has not been drafted or implemented.

- b) Continue to work with the Springfield Police Officers Association during contract negotiations to ensure SPD is comparable with benchmark cities concerning pay and benefits.

A new CBA was approved in December 2020 that included 3.5% across the board raises for all bargaining unit members.

Responsible Group(s): Chief's Office, ISSB-Training Unit

Performance Measure(s): Development and implementation of Retention Policy. Retain current employees.

Objective 3-5: Early-Hire Program

- d) Continue to hire personnel who complete the officer hiring process prior to the start of the academy and place them in selected areas of the Department to work until the academy begins.

The early hire program continues to be utilized (2 for the 72nd Academy and 1 for 73rd Academy).

Responsible Group(s): Chief's Office, ISSB-Training

Performance Measure(s): Continued use of the established program.

Objective 3-6: Increase the use of recruiters.

- a) Review the cadre of part-time recruiters on an annual basis and seek to increase recruiting efforts by utilizing them to attend various recruiting events and job fairs, and make visits to colleges and universities, military bases, etc.

Due to the COVID-19 pandemic, most in person recruiting events were suspended in 2020, although Officer Greg Anderson attended a "drive-thru" recruiting event specifically targeted for Veterans from the Ozarks area in October 2020. The recruiting office coordinated with the Human Resources Department to conduct 11 testing dates for the 73rd and 74th academies.

The background software "eSOPH" was implemented in January 2020. During the

course of the year 100 backgrounds were processed (56 for the basic academy, 1 for the lateral academy, 26 for PSR and 17 volunteers, interns, and cadets). The Esoph software has proven to reduce turnaround time for investigations and to be user friendly for candidates, resulting in increased efficiency of the application process.

Responsible Group(s): Training Unit, UOB, ISSB

Performance Measure(s): Annual review of current cadre of part-time recruiters and effective use of them.

Objective 3-7: Follow the established Recruitment Plan

- a) Continue focused recruiting efforts to seek qualified police officer applicants who represent the racial, ethnic, and gender composition of our community; working toward the goal of sworn staff mirroring our community demographics regarding racial and ethnic minorities; and matching the national average of sworn females in policing.

Due to COVID-19 pandemic, the multicultural recruiting events were canceled. The COVID 19 pandemic restrictions greatly reduced the number of events recruiters were able to attend in 2020. The recruiting officer continued to reach out to candidates through various media sources.

- b) Continue to work with the Chief's Community Advisory Group to conduct an annual review of the recruitment plan to seek citizen input and guidance in SPD recruitment efforts of minority applicants.

Chief Williams presented the annual recruiting plan review to the CCAG and suggestions were incorporated into the plan for 2020.

Responsible Group(s): Chief's Office, ISSB-Training Unit, UOB, All personnel

Performance Measure(s): Recruiting qualified applicants who represent the racial, ethnic, and gender composition of our community.

Non-Sworn Personnel

Objective 3-8: Career Laddering for Non-Sworn Employees

- a) Fully implement the career laddering plan established for Police Service Representatives to improve recruitment and retention

The PST-Level II was established, and four positions were filled in 2020.

- b) Explore a similar program for other non-sworn employees to positively impact employee morale.

No additional Career Ladder programs were approved in 2020.

Responsible Group(s): Chief's Office, ISSB, UOB

Performance Measure(s): Fully implement career ladder plan for PSR's to improve recruitment and retention and explore similar programs for other non-sworn employees.

Goal 4: Equipment and Services

General Equipment

Objective 4-1: Provide new and replacement equipment to support department personnel.

- a) Follow the existing fleet management plan for all department vehicles, funded by the LPT.
 - i. Conduct an annual review and update the plan as needed.

The annual review was conducted, and the plan was updated by Fleet Manager DeAnn Reynolds to include the appropriate use of LPT funds in 2021.

- b) Identify the capability to utilize GPS with new and existing portable radios.

All APX model radios, both mobile and portable, have GPS capability and GPS is part of the new digital system that will go into effect in the Summer of 2021. Motorola is working on location capability with CAD and Dispatch, and then with all involved City departments to configure the GPS to fit any specific needs. GPS on the old obsolete analog radios will be a moot point.

- c) Identify funding to equip all officers with an individual tourniquet and/or a patrol pocket trauma pack to be carried on duty belts/on their person.

All officers were issued individual tourniquets and trauma packs and received training on their use during 2020 IST.

- d) Maintain an adequate number of rifle-qualified officers on patrol squads.

A total of 77 officers assigned to patrol squads are rifle-qualified and equipped. Their assignments were reviewed after the bid process to ensure representation across area, shifts, squads.

- e) Equip every supervisor vehicle with breaching equipment such as, but not limited to, Halligan tool, breaching ram, bolt cutters and a pole mirror.

Patrol sergeant vehicles all have a prybar (like a Halligan tool), sledgehammer, and bolt cutters. There are search mirrors available in the Arms Room at SDS and HQ. A plan is in progress to provide a pole mirror in each vehicle.

- f) Eliminate the wood gun lockers in the ARMS room and replace them with simple, compact, rifle racks.

Planning in progress scheduled for completion in 2021.

Responsible Group(s): Chief's Office, ISSB, UOB

Performance Measure(s): Funding source(s) identified. Vehicles and equipment acquired.

Services

Objective 4-2: Implement the National Incident-Based Reporting System (NIBRS) to replace the current summary-based Uniform Crime Report (UCR-Summary) reporting system.

The department fully implemented NIBRS in January 2020.

- a) Add a NIBRS Coordinator and one additional PSR for quality control. The one additional PSR will be responsible for a thorough review and quality control of all police reports to ensure proper coding for NIBRS compliance and timely statistical reporting.

The NIBRS coordinator position was initially established and staffed through a grant. The grant expired in 2020 and no addition staffing/funding was approved in FY21.

- b) This will require the addition of two (2) FTEs.

These two additional FTEs were not approved in the Y21 budget.

Responsible Group(s): Chief's Office, ISSB - Support Services Division

Performance Measure(s): Adequate department staffing and funding to allow for these positions.

Selection of personnel for each position.

Objective 4-3: Continue the expansion of NICHE RMS to host all interested Greene County agencies, as well as Christian County agencies.

Greene County Sheriff's Office, Nixa Police Department and Republic Police Department continued as part of the NICHE consortium. The Springfield Fire Marshall's utilizes the Springfield PD Domain when necessary for submitting evidence.

SPGC Park Rangers were added in 2020.

In progress for 2021: Springfield School Police.

No other area agencies accepted the offer to join the expanded NICHE RMS.

- a) One additional PSR to assist the RMS Coordinator. This will require the addition of one (1) FTE – to be funded by a surcharge (TBD) added to the annual maintenance cost paid by each agency.

The surcharge was approved, and new MOU's created with each participating agency to provide the additional PSR to assist the RMS Coordinator.

Responsible Group(s): Chief's Office, ISSB - Support Services Division

Performance Measure(s): Establish and implement surcharge to agencies using Niche. Select personnel for new PSR position.

Objective 4-4: Increase participation in SRT Blue Team and provide take-home vehicles.

- a) Recruit additional Blue Team members to reach the recommended number of 20.

In 2020, Blue Team met the recommended number of members.

- b) Provide Blue Team members with take-home vehicles to allow immediate response to the scene of callouts.

A scaled in approach was approved and nine members of Blue Team now have take-home vehicles.

Responsible Group(s): Chief's Office, ISSB – Support Operations Section, UOB

Performance Measure(s): Vehicles acquired/allocated and additional Blue Team members added.

Objective 4-5: Expand Use of Technology

- a) Establish a Real Time Crime Center to give field officers and detectives instant information to help identify patterns and stop emerging crime.

No progress but still considered a long-term goal.

- b) Further utilize available License Plate Reader (LPR) technology to include fixed LPR cameras at various locations throughout the city.

No progress.

- c) Implement use of Avigilon or similar software to monitor and search live video feeds from traffic cameras and other video sources. This will allow analytics and search based on appearance (vehicle type, suspect clothing, etc.)

This is used by Crime Analysis Unit, Criminal Investigations Division (CID), Traffic Unit, and Community Services Section.

- d) Begin recording video from City-owned traffic cameras and eventually expand this program to include State-owned cameras.

City-owned traffic cameras recording completed in 2020. Approval from MODOT has not been granted to expand to include State-owned cameras.

- e) Implement Shot Spotter program in areas of the city experiencing a high volume of shots fired calls for service.

Funding not approved in the FY 21 budget process.

- f) Implement Body Worn Camera Program.

Planning completed, funding approved, and equipment purchased in 2020. Training was scheduled throughout December 2020 and January 2021. Body Worn Camera Program due to be fully implanted by the end of January 2021.

- g) Obtain Rapid DNA device or access to such device as needed.

No progress.

Responsible Group(s): Chief's Office, ISSB, UOB

Performance Measure(s): Funding source(s) identified, and programs implemented.

Goal 5: Career Development

Sworn and Non-Sworn Personnel

Objective 5-1: IACP Leadership in Police Organizations (LPO)

- a) Continue to provide the IACP LPO program for all sworn and non-sworn personnel and expand the program offering to other local law enforcement entities.

The class was postponed to February of 2021 due to COVID -19 pandemic.

Responsible Group(s): Chief's Office, ISSB, UOB

Performance Measure(s): Obtain approval for expansion from IACP. Continuation of LPO program with participation from other local entities.

Objective 5-2: Temporary Assignment to Specialized Units

- a) Rotating internship assignment in specialized units. Each specialized unit within the Department would have a specific position available for an internship. Based on staffing, sworn and non-sworn employees would be able to rotate temporarily to specialized units. The internships would offer personnel the opportunity to work in a specialized position for a designated period and then rotate back to their assignment.

No progress.

Responsible Group(s): ISSB, UOB

Performance Measure(s): Temporary assignment program established and implemented.

Objective 5-3: Encourage and provide continuous education for sworn and non-sworn personnel.

- a) Provide training to first line supervisors and command-level personnel in leadership and management.
 - i. Continued commitment to send to personnel to advanced training such as the FBI National Academy, Missouri Police Chief's Command College, Northwestern University School of Police Staff and Command, PERF Senior Management in Policing, and the IACP Women's Leadership Institute.

Due to COVID-19 pandemic, several advanced training opportunities were suspended. Lt. Tony Vienhage and Lt. David Meyer graduated from Missouri Police Chief's Command College in the spring of 2020. Captain Eric Reece was selected to attend the FBINA, but classes were postponed due to COVID.

- ii. Continue to send personnel to non-law enforcement training as well, such as Leadership Springfield, Greater Ozarks Leadership Development, Facing Racism Institute, etc.

Lt. Tonya Price, Sgt. Ryan Russell, and PAO Jasmine Bailey graduated from the Leadership Springfield Signature Class in 2020. Lt. Bob Byrne, Lt. Dustin Martin, and Sgt. Annesha Umbarger will graduate from Leadership Springfield Signature Class in 2021. Lt. Bryan Welch and Lt. Mark Foos attended Greater Ozarks Leadership Development. Cpt. Stacey Parton and PAO Jasmine Bailey attended the Facing Racism Institute.

- b) Implement a liaison program between non-sworn Records personnel and other sections within the Department. Selected non-sworn personnel from each Records shift would attend applicable training put on by the Training Unit for sworn officers. Information would then be taken back and shared with Records personnel to improve their job knowledge as it pertains to information gathering and report writing.

No progress. However, due to feedback received from non-sworn personnel, a non-sworn training program is being created by the Training Unit to offer them an in-service training structure specifically designed for their needs.

- c) Identify additional training opportunities to be hosted at the Police and Fire Training Center. Topics should be pertinent to the Patrol and Investigative functions in addition to training in specialized areas.

SPD conducted or hosted 26 total Specialty schools for 2020 for a total of 386 personnel trained, of which 327 were SPD and 59 were from outside

agencies. Travel restrictions greatly impacted the outside agency numbers.

COURSE	DATE	SPD	OUTSIDE
1. SLR 15 (BOLT rifle ARMORER)	02/05	3	1
2. SLR 15 (AR15 rifle ARMORER)	02/06, 02/07	1	9
3. WICKLANDER BASIC	02/04-02/06	19	6 (incl 1 SFD)
4. WICKLANDER ADVANCED	02/07	19	1 (incl 1 SFD)
5. SPD BIKE COURSE	02/17	6	0
6. TASER INST. (@GCSD)	03/13	4	NA
COMPLETE COVID SHUTDOWN			
7. <u>NEW</u> - MCI HRT Camera 8 hours	05/20	18	0
8. LPR CAR	06/08	5	0
9. FBI FI SCHOOL	06/15-06/19	12	0
10. FTO	06/15- 06/18	12	0
11. FTO REFRESHER	06/24	39	0
12. FTO REFRESHER	07/01	29	0
13. LSI STATEMENT ANALYSIS	06/23-06/25	1	4
14. RSA Crime Scene Camera	07/14-07/16	13	4
15. PATROL RIFLE I	07/22-07/24	11	1 FAIL 0
16. PATROL RIFLE II	07/29-07/31	6	3 FAILS 0
17. Wicklander Tac I& I	08/10-08/11	20	0
18. ROCKTAPE TAPR I	08/11	35	2
19. CIT	08/24-08/28	8	16
20. 1 st Line Supervisor	09/15- 09/18	11	0
21. Corporal's Class	10/6-10/7	7	0
22. ALICE	10/22 + 1 day online	8	12
23. TASER INSTR II (@GCSD)	11/06	3	NA
24. MCI	11/4-11/13	18	4
25. ROCKTAPE TAPR II	11/20	9	incl 2 NS 2
26. INFINITY DT WORKSHOP	11/20	10	0

Responsible Group(s): Chief's Office, UOB, ISSB – Training Section

Performance Measure(s): Additional training identified and provided. Consistent participation of Records staff in In-Service training.

Objective 5-4: Introductory training program for new PSRs.

- a) Develop a more comprehensive and formalized training program for new Police Services Representatives.

The planning has started but program is not complete.

Responsible Group(s): ISSB – Records Section

Performance Measure(s): PSR training program developed and implemented.

Goal 6: Employee Wellness

Physical Health

Objective 6-1: Increase awareness of physical health concerns for employees

- a) Encourage and promote the City's inBalance HRA incentive program

Officer Gomas is SPDs liaison with the City's inBalance HRA program.

- b) Develop an incentive system for officers who participate in a regular workout regimen and a rewards program for those employees who complete a standardized fitness test.

The Wellness Committee is working toward an incentive plan to incorporate the above objectives. In 2020, the Wellness Committee implemented the Rock Tape training program, and was approved to add Function Movement Screening to in-service training in 2021.

- c) Identify opportunities and encourage non-sworn employees to exercise during their workday.

Incorporated with the Wellness Committee planning TBD.

Responsible Group(s): Chief's Office, UOB, ISSB

Performance Measure(s): Increased participation in inBalance program, additional incentives and opportunities identified and implemented.

Mental Health

Objective 6-2: Because of job-related trauma, emergencies, and stressors that are inherent in the law enforcement profession, there is a pressing need to create and implement a policy specifically dealing with employee mental health & wellbeing.

- a) The policy should address the following areas:
 - i. Development of peer support groups. These should include the option for family members to participate when appropriate.
 - ii. Increased training of departmental personnel in Law Enforcement Resiliency and/or training provided by the International Critical Incident Stress Foundation
 - iii. Free anonymous visits to a mental health professional specializing in law enforcement issues
 - iv. Annual mental health check-ups
 - v. Supervisor training on recognition of mental health issues
 - vi. Early Identification and Management System
 - vii. Family Orientations offered annually (i.e., "Family Academy" similar to the Citizens Police Academy)
- b) Work with other City Departments (i.e., Health & H.R.) and community mental health advocates to establish a committee to aid in the development of this policy.

The Wellness Committee is working to complete a policy regarding peer support and critical incident stress debriefs. The committee has also recommended annual mental health check-ups. The committee submitted a request to add a

wellness application (Cardio) for SPD employees (sworn and non), which Chief Williams approved and will be available July 1, 2021.

Responsible Group(s): Chief's Office, UOB, ISSB

Performance Measure(s): Policy committee formed, wellness policies and programs developed and implemented.